

DEFENSE LOGISTICS AGENCY

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LOGGLINES



OPERATION UNITED ASSISTANCE



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from the

VICE DIRECTOR

Mr. Ted Case
Vice Director, Defense Logistics Agency

I'm excited about this edition of Loglines because it discusses one of the most important missions we've had to deal with since Hurricane Sandy: Operation United Assistance. When the president told the American people we would fight the deadly Ebola disease at its source, we got busy. We went in fast, and we went in big. We got boots on the ground. We got money into the contracts. We got food, shelter and water on location before anyone, and we are sustaining that even today. Our success is because of great people at DLA working as a team.

We have had more than 40 people in Monrovia, Liberia, some who have been there since September. They, along with home station assistance, are continuing to provide world-class logistics support to the USAID-led effort. Professionals representing distribution, warehouse operations, contracting and acquisition are making stuff happen every single day in Africa. We have spent more than \$62 million and to date have supplied MREs, bottled water, tents, fuel, lumber and personal protective equipment. We have procured warehouse space and are helping build hospitals. This important effort protects lives, and I'm very proud to be a part of the agency that jumped in and ensured operational success.

In this edition, you'll read about how the Joint Logistics Operations

Center monitors the mission from the basement of our headquarters building at Fort Belvoir. There is a recap of our Crowley contract for the MV Vega container ship that delivered 690 containers of supplies to Monrovia within 10 days. Additionally, you'll read about an amazing capability we have here at DLA, the Joint Contingency Acquisition Support Office, that deployed a team to Liberia and was able to execute contracts immediately.

DLA's mission hit a turning point after Hurricane Sandy. We've become more and more involved with humanitarian assistance because those type of missions demand exceptional logistics support. That is what DLA

is all about. I anticipate DLA being called to assist even more often in those type of efforts. With what I've seen of your professionalism, teamwork and dedication, you'll meet those challenges head on. Thank you for what you do every day for our warfighters and for our nation. ★



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SAVING LIVES

Story by Beth Reece

While many Americans were learning the signs and symptoms of Ebola and calculating their risk of exposure, members of the Defense Logistics Agency were on the ground in Liberia setting the stage for the United States' contribution to international relief efforts fighting the deadly virus.

On Sept. 16, President Barack Obama announced the plan to send 3,000 troops to West Africa as part of Operation United

Assistance, the Defense Department operation supporting the U.S. Agency for International Development-led effort.

"Men and women and children are just sitting, waiting to die right now. This is a daunting task, but here's what gives us hope: The world knows how to fight this disease," he said.

DLA Europe & Africa Commander Army Col. Elizabeth Delbridge-Keough was already on a plane heading to Liberia with U.S. Army Africa Command officials when Obama outlined his plan.

The trip was supposed to be a two-day reconnaissance trip, but those on the plane became DoD's advance party.

Keough immediately reached out to local businesses to gauge whether they could provide such supplies as construction material and bottled water. She also sought support from Liberian government officials.

"Setting up a land-use agreement with the government was a challenge, as well as getting access to ports. By meeting with port authorities and creating relationships



with the U.S. Embassy, as well as learning Liberia's customs processes, I was able to help set up the theater and bring in rations," Keough said.

As DoD officials determined which units would deploy, employees at DLA activities around the world began to anticipate what supplies would be needed by troops whose primary mission was to build 17 Ebola treatment units. By early October, initial supplies of food, water, cots and tents were on the ground. And DLA Distribution began pre-positioning other items, many of which were collected at Defense Distribution Depot Europe in Gernersheim, Germany, so they would be ready to go when requested.

Initial building materials were purchased from local vendors by DLA Troop Support with the help of Michaela Olson, a contingency contracting officer from DLA Logistics Operations' Joint Contingency Acquisition Support Office

As DoD officials determined which units would deploy, employees at DLA activities around the world began to anticipate what supplies would be needed.

who deployed to Liberia less than a week after Keough's arrival.

"My main customers are the engineers who are going out there and prepping the sites to build ETUs. I'm partnering with DLA Troop Support to purchase the building materials for them and lease heavy machinery to clear sites, so DLA has a stamp on pretty much everything that's going on up here," she said from Monrovia in October.

Olson also provided operational contract support to the Army's 414th Contracting Support Brigade when it experienced funding delays.

"Because DLA is working capital fund, I was able to get site preparations for

Ebola treatment units started, and I think it was a huge morale boost for everyone," she said.

The agency's goal during the early weeks of the operation was to "anticipate needs, be proactive and lean forward," said Army Col. Eric Sloughfy, chief of the DLA Joint Logistics Operations Center. He said the effort was tied to then-DLA Director Navy Vice Adm. Mark Harnitchek's directives.

Service members board an Air Force C-17 Globemaster III at Roberts International Airport, Liberia, during Operation United Assistance. DLA employees were on the ground orchestrating logistics support before most troops arrived in country.



Air Force Staff Sgt. Gustavo Gonzalez



OPERATION UNITED ASSISTANCE



Marine Lance Cpl. Andre Dakis

"The DLA director's guidance is to go fast and go big. This is a total DLA team effort, and we're working closely with DLA Europe & Africa and all of DLA's supply chain experts to anticipate requirements," he said.

Sloughfy's team consolidated information on DLA's efforts daily and maintained contact with such federal partners as USAID, the U.S. Army Corps of Engineers and Army Materiel Command.

"Typically each morning is filled with coordination meetings to ensure all the requirements are covered and all the involved organizations, both internal and external to DLA, are sharing critical information," said Guy Beougher, executive director of operations and sustainment for DLA Logistics Operations.

On Oct. 14, the MV Vega, the first commercial cargo vessel ever chartered by DLA, arrived in the port of Rotterdam in the Netherlands to pick up supplies collected at DLA Distribution Europe. It arrived in Liberia Oct. 25 with 690 20-foot containers of much-needed supplies including meals, bottled water, medical protective equipment, generators, lumber, fuel tanks and rough terrain cargo handlers.

More than 20 volunteers from DLA Distribution were there to unload the Vega and place cargo in warehouses already contracted in Buchanan and Monrovia, Liberia, as well as Dakar, Senegal. Three members of DLA Information Operations were also there to help provide in-theater visibility of the supplies by creating local access to the Distribution Standard System, DLA Distribution's online warehousing system.

"We want to have visibility of those assets in DSS and the Enterprise Business

Marines load bags of concrete onto an MV-22B Osprey to help local and international health organizations build Ebola treatment units while supporting Operation United Assistance in Monrovia, Liberia. DLA's Joint Contingency Acquisition Support Office helped provide building materials and heavy machinery needed for construction.

Air Force personnel begin construction on the Monrovia Medical Unit site as part of Operation United Assistance in Monrovia, Liberia. DLA purchased some of the construction material from local sources rather than shipping it from Germany or the United States.

System from the time they arrive in country," said Eric Fegley, director of stakeholder plans and operations for DLA Information Operations.

Fuel was another critical commodity needed by those supporting OUA. DLA Energy met early demands by contracting for multiple methods of fuel delivery and establishing three fuel distribution sites.

The activity also increased the amount of on-hand fuel at ETUs by providing 6,500-gallon storage tanks. And 55-gallon drums previously used at the Monrovia medical unit, which was constructed specifically for the treatment of medical workers who are infected while caring for patients, were replaced with a 5,000-gallon storage tank in mid-November.

"By hooking up this 5,000-gallon tank, we basically extended the refuel cycle of this mobile medical unit to roughly 20 days of supply of fuel. You go from having to resupply every three or four days to 20," said Army Maj. Stefan

Army Pfc. Craig Philbrick



Bandas, director of DLA Energy Europe & Africa's Customer Operations Center.

To ensure repair parts would be available for military aircraft and ground vehicles sent to the region, DLA Land and Maritime and DLA Aviation identified and prepared common repair items for forward movement before most units deployed. By late November, DLA Aviation distributed more than 21,000 maps that provided critical flight information and geographical ground reference points.

DLA Troop Support also provided a range of medical supplies, although service members were not expected to

come into contact with the Ebola virus. They included saline, protective gloves and utility aprons.

Even DLA Disposition Services played a role in the early weeks of OUA by adding countries in western Africa to existing regulated-waste contracts. The field activity also obtained land in the Army's 101st Sustainment Brigade's area of operations to assist with property disposal when the need arises.

Anticipating needs, determining the location of current stock and moving items forward were keystones of DLA's support, said JLOC Deputy Division Chief Gordon "Buzz" Hackett.

"If you don't anticipate and pre-position supplies where there's airlift or sealift, you'll get behind the eight ball and won't be able to overcome it quickly enough. Unless you're leaning forward, it's hard to get caught up in the logistics arena," he said.

DLA members who deployed in support of the humanitarian effort said they saw relief replace fear on local residents' faces.

"You could almost see their morale changing as they watched Ospreys fly overhead and Soldiers walking around.

DLA Troop Support made sure service members deployed to the Barclay Training Center in Monrovia, Liberia, had more to eat than standard ready-to-eat meals. Troops there and at other locations throughout Liberia began receiving hot meals by early November.

Army Staff Sgt. Terrance D. Rhodes





Army Sgt. 1st Class Will Patterson

You could see their attitude change from despair to hope," Olson said.

Other DLA employees said they were inspired by the eagerness of locals to assist in the mission. While serving as the deputy commander of the DLA support team in Liberia, Navy Cmdr. Harold W. "Tracer" Valentine noticed a pallet of white boxes marked with the American Red Cross logo abandoned in the sun. Further inspection indicated the boxes contained controlled medicines that, without refrigeration, would expire at 6 p.m. that day. In the following hours, numerous Liberians enthusiastically offered to help get the boxes in cold storage.

"The Liberians I have worked with told me that they felt that the world had abandoned them until they saw the American uniformed military physically on the ground in Monrovia. They said they just couldn't believe it was true that we would join the fight against Ebola," he said. "Everyone saw hope in every truckload of material that we brought into country."

While Olson described DLA's work supporting Operation United Assistance as "truly groundbreaking," Keough said the early success of the mission proves that DLA has much to contribute, whether it's supporting troops during war or providing supplies that save lives during humanitarian relief efforts.

"We're such a big animal, and we're usually not first into the theater," Keough said. "By being on the ground, I was able to help DLA by reaching back to DLA Europe & Africa, all of the primary-level field activities, and DLA Headquarters to aggressively set the theater and get the right stocks here before service members arrived. It was truly a groundbreaking and humbling experience to be a part of." ★

Army Pfc. Walker Prinz, center, cuts wood supplied by DLA Troop Support at a Monrovia medical unit near Tubmanburg, Liberia. DLA provided 250,000 pieces of lumber for Operation United Assistance.



MAPPING THE WAY

Story by Navy Petty Officer 1st Class Daniel Garas

A close-up of a map being used for the basic warfighter skills portion of rotary-wing flight training at Fort Rucker, Alabama. The National Geospatial-Intelligence Agency and DLA have teamed up to provide accurate and up-to-date aerial, topographical and nautical charts for use by personnel supporting Operation United Assistance.

— Photo by Army Sgt. 1st Class Andrew Kosterman

When the U.S. effort to contain the Ebola virus in West Africa began in September, the Defense Logistics Agency was at the forefront, providing both supplies and humanitarian aid. Today, as additional aid arrives, it's up to those on the ground to ensure supplies get where they are needed the most. To accurately navigate the way, crews rely on the most up-to-date maps to get them there.

To supply the most current maps to personnel supporting Operation United

Assistance, the Defense Department operation supporting the U.S. Agency for International Development-led effort in Africa, DLA field activities including DLA Aviation, DLA Distribution and DLA Document Services teamed up with the National Geospatial-Intelligence Agency, which is responsible for collecting the geospatial information and making the maps.

"We are responsible to make the maps as accurate as possible to support operations," NGA Geospatial Intelligence Information Office Director Dale Kornuta said. "DLA is responsible to print the

maps and get them to the folks that need them, at the time and at the place they are needed. West Africa was not someplace high on the Department of Defense's list of places to map."

With the situation on the ground changing almost daily, it's a challenge to accurately map West Africa, said Mark Rockwell, director of DLA Document Services' Norfolk, Virginia office.

"Everything keeps changing," Rockwell said. "Ebola treatment units are still under construction in a lot of areas, and there are new things being put up every day."

Cathy Hopkins of DLA Aviation Public Affairs contributed to this article.



Reila Stuttmiller

Jason Davis, a geospatial-intelligence analyst in Stuttgart, Germany, finalizes the printing of a large-scale map of Morocco for African Lion 2012. Maps like these are updated with the latest satellite cartographic information provided by NGA and printed, stored and distributed by DLA to help troops and aid workers in OUA.

Rockwell's team prints maps that are updated with the latest satellite and cartographic information provided by NGA. Those maps help troops and aid workers, many of whom often navigate around the region with out-of-date maps.

In the past, maps only needed to be

updated every few years, and the priority of their production was based on predictions of where the next crisis could occur, Rockwell said. That process led to massive stockpiles that were ultimately discarded every few years as new maps were printed.

"DLA Aviation had over 100 million

maps in their warehouse," Rockwell said. "That's a huge expense and the maps quickly go out of date."

Today, new technologies and advanced printing techniques are helping ensure service members and aid workers supporting OUA have the most current maps available. The new maps give relief efforts cartographic accuracy that was unavailable only a year ago.

Previously, it took up to nine weeks to prepare the expensive printing plates and large rolls of paper needed, and print runs required a minimum of 2,000 maps. A breakthrough in speed came after DLA Document Services replaced the NGA private printing contractor's traditional offset printing process with a digital process known as "print on demand" technology.

Rockwell compared the new process to using an industrial-size laser printer with the ability to print 300 copies an hour. After NGA sends a digital file, his shop can begin printing maps within an hour.

With nine rapid printers in its inventory, DLA Document Services can theoretically produce up to 16,000 copies per day. The newer printers allow the organization to meet current mission requirements and produce less waste, Kornuta said.

"It's the same demand, but it costs 70 percent less to print and produces 50 percent less waste," Kornuta said. "The procedure is just so much more efficient that it's cool just to be a part of it."

Aside from the financial benefits, Rockwell said he thinks the most important benefit is that the maps provide the most current information to people operating in a given region.

"Everyone talks about how it saves money," he said. "But to me, it's all about getting the most current information out there to the people who need it."

One other key to the process was the development of a digital library of geospatial cartography. NGA updates the files each week and assembles them into an archive that can be ordered on demand for printing.

"Until we had the library of print-ready products, the technology didn't matter," Kornuta said. "That's the key, giving the warfighters the most current edition of what they need."

To test the capability, DLA received an order for 12,000 maps during a military exercise that simulated an emergency response. With only 24 hours to complete the task, DLA finished in less than nine.

"It was sort of a proof of concept to stress test the ability to print maps," Kornuta said. "For this exercise, we were able to meet their need very effectively."

The quick turnaround time also allows commanders to order new maps when they need them, and the technology allows customers some flexibility and customization. At the beginning of OUA, troops began requesting smaller, more portable maps.

"The military said these big maps are great, but we needed something really small that we can carry in our pocket or have in the Humvee," Rockwell said. "We just started printing road atlases on waterproof paper."

DLA Document Services printed 17 atlas-sized books of the region on waterproof paper. Rockwell said they are prized by workers in West Africa because of the area's precipitation and working conditions.

"It's an extremely durable product,"

he said. "A computer with a bullet hole in it is useless, but a map with a bullet hole in it is still a map."

Another benefit of DLA's print on demand capability is its ability to edit maps for use with foreign partners and non-governmental organizations in a rapid manner.

"Red Cross employees and foreign nationals are never going to have any sort of security clearance," Kornuta said. "For emergencies like Ebola or Hurricane Katrina, we declassified the maps so NGOs and our foreign partners can have access to them."

Aside from traditional topographic maps, DLA produces other critical charts such as aeronautical maps, nautical charts, hydrographic maps and one of its newest features: maps focused on human geography. Kornuta said the mapping of tribal areas and boundaries is critical for the safety of service members and NGO employees, because it allows them to gauge their safety in the more remote regions.

"They need to know if this is a friendly or hostile area," he said. "Human geography can dramatically impact the aid workers'

ability to walk into that area and assist."

Kornuta says that since the beginning of OUA, more than 21,000 maps have been distributed by DLA. The NGA team communicates with personnel deployed in West Africa daily and works tirelessly to ensure new construction and regional developments are reflected on future maps.

"It really is a team sport," he said. "We have this constant communication that is necessary to get products to support OUA."

Rockwell said that while technology helps motivate his team members, they are also committed to accomplishing the mission. Many on his staff are prior military and told him that the work supporting OUA helps them feel a connection to the personnel in West Africa.

"It makes them feel like they're right back there in the fight, helping people in an extremely remote area of the world," he said. "It makes us feel we're a part of this entire humanitarian effort." ★

Airmen unload expeditionary medical support equipment from a C-17 Globemaster III aircraft in Monrovia, Liberia in support of Operation United Assistance. With the current situation on the ground changing almost daily, the maps provided by DLA accurately reflect those changes, allowing aid workers to navigate and aid relief more effectively.

"It's the same demand, but it costs 70 percent less to print and produces 50 percent less waste. The procedure is just so much more efficient that it's cool just to be a part of it."

— Dale Kornuta

U.S. Army Photo





CONTRACTING IN



Michaela Olson (center left), a member of DLA Logistics Operations' Joint Contingency Acquisition Support Office from Fort Belvoir, Virginia and Army Col. Elizabeth Delbridge-Keough (center right), commander of DLA Europe & Africa, stand with members of the Armed Forces of Liberia, U.S. government contractors and U.S. Navy Seabee engineers at an Ebola treatment unit in Sinje, Liberia. The U.S. government worked alongside the armed forces of Liberia during the construction of several ETUs in the country.

— Photo Courtesy of Michaela Olson

AFRICA



Story by Amanda Neumann

Michaella Olson received the phone call at 10 a.m. Less than 30 hours later, the Defense Logistics Agency contingency contracting officer was on a plane headed to Monrovia, Liberia, to support Operation United Assistance.

The Defense Department operation supporting the U.S. Agency for International Development-led humanitarian effort to contain the spread of the Ebola virus in West Africa is being supported by U.S. Africa Command, as well as other support organizations like DLA.

After arriving in Monrovia Sept. 22, Olson was among the first of an eventual 40 DLA employees on the ground in West Africa. As a member of DLA Logistics Operations' Joint Contingency Acquisition Support Office from Fort Belvoir, Virginia, her initial mission was to synchronize contract support in the operating area with the Army's 414th Contracting Support Brigade and other agencies, but her role expanded to issuing contracts. During the last days of September, the brigade's Overseas Humanitarian, Disaster and Civic Aid funding was delayed, which threatened to slow operations, she said.

"As a warranted DLA contracting officer, I was able to work quickly, because we had working capital funds to start some of the critical site preparations for building Ebola treatment units and opening the area of operations," she said. "It was such a morale booster."

Executing contracts wasn't simple, especially when it came to supporting the Army engineers who were preparing to build Ebola treatment units, she said.

"I'd write contracts, check on the status of projects, conduct site surveys, field concerns about any of the contractors that I'd hired and interact



OPERATION UNITED ASSISTANCE



Army Sgt. 1st Class Will Patterson

Army Col. Elizabeth Delbridge-Keough, commander of DLA Europe & Africa, talks to local vendors during the Liberian Business Development Forum in Monrovia. More than 400 vendors attended the inaugural event designed to increase local procurement.

with customers,” she said. “My main customers were the engineers who were going out there and prepping the sites to build ETUs. I partnered with DLA Troop Support to purchase the building materials for them, and leased heavy machinery to clear sites, so DLA had a stamp on pretty much everything that was going up. I had a local phone and a BlackBerry, and they were both going off constantly.”

As of Nov. 30, DLA had provided locally sourced building supplies for the construction of 17 ETUs, including 12,500 3/4-inch plywood sheets and 250,000 pieces of lumber.

In addition to her main duties, Olson was also able to assist the Air Force when a dispute escalated with the only vendor of porta-potties for an airfield in Liberia. With talks at a standstill and the vendor threatening to suspend all operations, Olson requested a face-to-face meeting at the vendor’s house.

“I sat down with her and asked, ‘What are your concerns?’” she said. “And she was concerned about catching Ebola from cleaning these portable toilets. And I can appreciate and understand that. She just wanted to know that no one else would use them besides our service members who are working at the airfield all day and not interacting with the local nationals. So I had some signs printed off, ‘Just for U.S. Service Members.’ We put them on the portable toilets, and the Air Force put the toilets closer to the area they were working in. And she was very happy and agreed to let us lease the porta-potties. We’ve had exceptional service from this vendor. She’s proud to support our mission to help her family and friends here.”

In between her contracting responsibilities, Olson also worked with the commander of DLA Europe & Africa, Army Col. Elizabeth Delbridge-Keough, to find more local sources of supply. Keough partnered with Olson’s JCASO Local Procurement Initiative team, headquartered in Washington, D.C., on a multi-day business development forum in Niger in early September before the

Defense Department’s support to the Ebola outbreak began, she said.

“We hosted the business development events because we wanted to bring some transparency to U.S. government contracting, and that message was well received by the local business owners,” she said. “There are a lot of contractors who are interested in being able to bid on some of the solicitations that we have, and they have a lot of questions. They’re not familiar with our U.S. DoD standards, so we partnered with the host nations in order to do this, which speaks volumes for our organization.”

Working with DLA Europe & Africa, the U.S. Embassy’s economic officers in Liberia, and Liberia’s Ministry of Commerce and Industry, Olson coordinated the first business development forum in Monrovia Oct. 17. Then-DLA Director Navy Vice Adm. Mark Harnitchek praised the effort.

“It’s important to locally source as much as possible,” Harnitchek said at an event in late October. “The Business Development Forum we hosted in Monrovia saw more than 300 vendors attend. That’s huge, and that makes it easier to get stuff where we need it quickly.”

In addition to getting items more quickly, local procurement in Africa has many other benefits for DLA’s customers, said David Koch, JCASO deputy executive director.

“USAFRICOM would like us to help the local African populations by procuring items locally instead of shipping things in from Germany, Europe or the United States,” he said. “If it’s locally available, why not buy it off their economy? Having our contracting organizations that are boots on ground buy it locally, whether it’s the Army’s 414th Contracting Support Brigade or DLA, stimulates their economy, builds relationships, saves us shipping costs and it gets to the customer faster. Having Michaela on the ground sped up the process exponentially.”

But not everyone that helped out on the OUA effort was actually in Africa, Koch said. Navy Capt. Jennifer Lednický,

JCASO chief of local procurement, and her team at Fort Belvoir reached out to other government agencies that already operated in West Africa to help find vetted local sources of supply for DLA Troop Support.

“USAFRICOM is still a new operating area for DoD, so a big part of finding vendors is by word of mouth,” Lednicky said. “We asked USAID, the U.S. Department of State and the United Nations, ‘Do you have any local companies that you use?’ We shared what we found with DLA Troop Support: ‘Go check these vendors out. Perhaps we can use them to buy locally.’ Although DLA Troop Support had their own vendors, this helped them build a larger base of people that we could contract with.”

Using lessons learned from its local procurement initiatives in Afghanistan and Central Asia, JCASO’s support didn’t end when contracts were awarded, Lednicky said.

“It’s not just awarding the contract,” she said. “We provided the oversight for the full period of performance. And some of them are really short. Some of the contracts are literally for a one-time

Michaela Olson talks with Navy Seabee engineers during a visit to an Ebola treatment unit construction site in Sinje, Liberia. The ETUs were built during Operation United Assistance, the Defense Department operation supporting the U.S. Agency for International Development-led humanitarian effort to contain the spread of the Ebola virus in West Africa.

order of gravel for the parking lot, but it’s good to have different sources of supply, diversity, so that the people on the ground have a local source that they can go to quickly just in case.”

Two five-person JCASO mission support teams from DLA Headquarters also assisted the OUA effort on more strategic matters, Koch said.

“The first team we launched went to Vicenza, Italy, with [U.S. Army Africa],” he said. “They were helping to pull in all the contracting requirements that were in Africa and vet those requirements through the combatant command. This helped to make sure that we didn’t have government organizations competing against each other for the same local vendors and inadvertently driving up the cost of goods and services. We also sent a team out to Stuttgart, Germany, to help USAFRICOM set up processes for operational contract support, which provided the joint force commander visibility over all contracts and contractors that were operating in West Africa.”

Once deployed, the MSTs helped manage and establish the rule sets for all the contracting activities until Joint Forces Command-United Assistance stood up in late October, Koch said.

“Normally what the MSTs do is they go out and support exercises,” he said. “But when OUA kicked off, it was time to just go do it. Their procedure is they



Army Sgt. 1st Class Will Patterson

Michaela Olson poses with a local dressmaker during the agency’s first Liberian Business Development Forum in Monrovia. Olson deployed to Liberia in support of Operation United Assistance and coordinated the forum.

launch out, perform operational contract support for a period of time, establish all the processes, get the theater set and train their replacements. It really depends on what the requirements are and how long USAFRICOM or the Army needs our people in place. Then, they rotate out and prepare to launch out again for the next big thing someplace else.”

As other contracting entities became more robust, JCASO’s support for Operation United Assistance wound down, Olson said, relieving her and the members of the MSTs to prepare for the next operational need.

“I returned to the United States Nov. 1, but DLA still has a role in this with our DLA Distribution capabilities and with DLA Energy for fuel,” she said. “This was the first time that DLA has sent a DLA contingency contracting officer from JCASO, so we were really pioneers and set the bar high for future engagements. Hopefully we’ll get requests in the future to come out and support because of the job that we did here on the ground. Overall, I was proud of what we accomplished in support of the mission in Liberia, and being part of the DLA team providing world-class logistics to our customers.” ★



Army Sgt. 1st Class Will Patterson



UN-CHARTERED TERRITORY

Story by Sara Moore

When the Defense Logistics Agency needed a flexible way to move supplies and equipment throughout West Africa to support Operation United Assistance, the Defense Department's support to the U.S. government's effort to fight Ebola, innovative thinking and flexibility led to a unique solution: chartering a commercial cargo vessel to transport supplies.

In an unprecedented move, DLA chartered the MV Vega, a commercial cargo vessel, to act as a shuttle between Dakar, Senegal, and Buchanan, Liberia, carrying critical supplies. As an added benefit, the Vega, which sailed out of Germany, was used to carry supplies to Liberia as it made its way to the country, avoiding additional costs to move the supplies into theater. The Vega arrived in Liberia Oct. 25, where it offloaded 690 containers holding meals, ready to eat; bottled water; medical protective equipment; generators; lumber; fuel tanks; rough terrain cargo handlers; and Army force provider sets, which contained housing and support facilities for service members deployed to the region.

"The Vega served as a tremendous key enabler for the operation in Africa," said Air Force Col. Robert Hoff, chief of

the DLA-U.S. Transportation Command team in DLA Logistics Operations.

In anticipation of the requirements to support Operation United Assistance, DLA had already begun collecting materials at Defense Distribution Depot Europe in Germersheim, Germany, Hoff said. Agency leaders knew they would be called on to provide disaster relief supplies and equipment, he said, and they also knew they would need specific equipment to conduct the agency's operations and remain flexible on the ground. DLA deployed representatives with the U.S. Africa Command staff the first day of the operation and began planning needed logistics support requirements, which included placing warehouses on contract in Senegal and Liberia, purchasing local materials to support the mission, and consolidating supplies at various supply chain activities in Europe and the U.S. for future movement into Africa.

"We know our product lines and our classes of supply," Hoff said. "So

Army Col. Elizabeth Delbridge-Keough, commander of DLA Europe & Africa, poses in front of the MV Vega after it arrived in Buchanan, Liberia. DLA chartered the Vega to act as a shuttle between Senegal and Liberia in support of Operation United Assistance.

— Courtesy Photo







OPERATION UNITED ASSISTANCE

“Loading [the Vega] with supplies in Germany was just a good business decision that made sense and saved money.”

— Air Force Col. Robert Hoff

when President Barack Obama says we’re moving Soldiers, Sailors, Airmen and Marines to the theater, we know what they’re going to need.”

Based on feedback from DLA and USAFRICOM personnel in Liberia, agency leaders learned that the infrastructure to move supplies within the country was in poor condition, and the airfield in Monrovia needed extensive repairs, Hoff

said. Because of these conditions and the expected large influx of cargo to support OUA, DLA and USAFRICOM logistics planners determined that a vessel would provide the needed flexibility to transport supplies throughout the theater.

DLA worked closely with USTRANSCOM and Military Sealift Command during the process to identify and charter a vessel, said Joanne

Battaglia, a procurement analyst in DLA Acquisition who was the contracting officer for the Vega acquisition. Based on contract market research, DLA determined the required vessel capability existed, but the suitable vessels were in and around Europe. Additionally, DLA needed to coordinate with MSC to assess if a U.S. flag carrier was available to perform the work. MSC put out a request for information and within one day determined that no U.S. vessel could meet the agency’s timeline. The command then issued DLA a waiver allowing the use of a foreign vessel, and within hours of the waiver’s issue, DLA awarded a contract to an American contractor, Crowley Logistics, which subcontracted the transportation to the Vega, a foreign-flagged vessel out of Sierra Leone.

Because the Vega was in port in Bremerhaven, Germany, and would need to move to Africa anyway, DLA officials decided to load it with supplies to take to the theater as a way to speed the delivery of these supplies, Hoff said. The Vega was able to quickly move to the Port of Rotterdam in the Netherlands, which DLA had determined was the best location to load the vessel.

“The Vega was originally chartered to provide flexibility within the theater for OUA,” Hoff said. “Loading it with supplies in Germany was just a good business decision that made sense and saved money.”

The initial plan for the Vega was to visit Dakar first and offload supplies, and then begin a Senegal-Liberia shuttle, Hoff said. However, as DLA consolidated its

Navy Petty Officer 3rd Class Richard Brown, assigned to Naval Mobile Construction Battalion 133, instructs a local contractor on grader operations at the Monrovia Medical Unit site in Monrovia, Liberia. The MV Vega transported construction materials and other critical supplies to Liberia.



Navy Chief Warrant Officer 2 Kajuna Strickland



An International Standards Organization container is inspected at the Rapid Tank Services facility in Antwerp, Belgium. DLA Energy arranged for 30 containers to be delivered to Liberia on the MV Vega to store fuel for Operation United Assistance.

supplies and equipment and prepared to load the vessel at Rotterdam, USAFRICOM leaders notified the agency that they urgently needed seven force provider sets, the equivalent of 94 containers, moved to Liberia to support incoming service members, he said. The force provider sets became the priority load for the Vega, and the ship was delayed five days while those sets were moved to port and loaded.

Preparing and loading the Vega was a "Herculean effort" that involved teamwork between DLA Headquarters, DLA Distribution, DLA Troop Support, USTRANSCOM, the Military Surface Deployment and Distribution Command, the contractor, and other key players, Hoff said. The ship left Rotterdam Oct. 15.

"This was definitely out-of-the-box thinking," Hoff said. "It was the ultimate team effort across the entire enterprise to get this ship chartered and loaded."

DLA, in conjunction with the U.S. Embassy in Senegal, reached an agreement with the Senegalese that the Vega could call in Liberia first and then Dakar without the standard 21-day quarantine, Hoff said. Protocols were established to ensure that no Liberians, except the harbor pilot, would board the Vega, and no Vega crew members would depart the ship. While the Vega was

offloading in Buchanan, the Senegalese changed their position and withdrew the quarantine waiver. This change in quarantine rules, coupled with the improved viability of port and road infrastructure in Liberia, negated the need for a sealift shuttle between Senegal and Liberia. Instead, cargo would be transported directly from its point of origin to Liberia without the interim stop in Senegal. On Nov. 6, seven days after the Vega finished offloading its cargo in Buchanan, DLA, in consultation with USAFRICOM, terminated the contract for the convenience of the government about 20 days shy of the original 60-day contract.

The Vega served its purpose of providing flexibility to DLA and USAFRICOM, Hoff said. Additionally, using the Vega helped the agency save money. Overall, the use of the Vega cost about \$2.2 million, he said, which is significantly lower than if the agency had transported materials via other means. The cost to ship 690 containers using normal Europe-to-Africa surface liner rates would have been about \$4 million, and flying the urgent 94 container equivalents of force provider sets into theater would have been at least \$2 million.

"It's a great thing what DLA did with the Vega," Battaglia said. "We have to think about the mission, and we're trying to help these people that need dire help. So you have to think outside the box, and that's what a lot of us are trying to do." ★

Airmen finish unloading medical supplies during Operation United Assistance in Monrovia, Liberia. The MV Vega transported medical supplies and other critical supplies to Liberia.

Air Force Staff Sgt. Gustavo Gonzalez





PROTECTING THE

Story by Bill Addison, DLA Troop Support

The Defense Logistics Agency is sending more than 1.5 million critically needed medical personal protective sets to American aid workers working to contain the Ebola virus in West Africa, the agency team lead in Liberia said.

Items procured by employees in DLA Troop Support's medical, clothing and textiles, and construction and equipment supply chains are helping protect U.S. service members as well as U.S. Agency for International Development and non-government organization personnel working in the region, said Navy Capt. Ronald Carr.

The sets comprise an array of materials, from full body suits to hoods, masks, gloves, boots, aprons and goggles, Carr added. As of November, nearly 50,000 protective suits had already been provided.

The materials meet the needs and standards of not only the American military, but those specified by USAID, said Army Col. Richard Debany, Troop Support's incoming director of procurement process support.

Debany, along with William Kenny, DLA Troop Support acquisition executive, recently attended a personal protective equipment industry summit sponsored by UNICEF in Copenhagen, Denmark. He said the event was a collaboration between government and non-government agencies and industry to illustrate PPE global demand for the Ebola crisis, clarify specifications and

encourage the industrial base to increase its manufacturing capacity.

Debany said the summit was a chance to coordinate quantities, schedules and specifications with USAID, DLA's largest Ebola PPE customer. It also ensured DLA's procurement requirements were included in the World Health Organization's global demand calculations.

"The summit provided a great opportunity to coordinate, not only with our customers, but also with strategic PPE manufacturing partners," Debany said. "The participants better understand the needs of all stakeholders in this crisis, and we had the opportunity to expand our knowledge of the industrial base's global capacity."

An initial round of 2,700 suits and hoods was shipped by DLA Troop Support employees Oct. 29, ensuring service members deployed to West Africa had enough on hand to begin operations, according to Air Force Maj. Richard Caballero, a customer operations officer for DLA Troop Support Medical.

The hoods came from the DLA Distribution Center Susquehanna, Pennsylvania. DLA Aviation employees delivered the suits directly from the manufacturer's facility in Richmond, Virginia, Caballero said.

The two teams had to work quickly, he said, since the items needed to be loaded onto a plane carrying U.S. Army lab technicians waiting to depart Joint Base McGuire-Dix-Lakehurst, New Jersey, for Africa.

"This was an urgent issue for us, because they were trying to get things going on the ground [in Africa] as soon as possible," he said. "We had to get [the suits and hoods] there by the time the plane took off."

Caballero was at the joint base to receive the two shipments and ensure they made it to the plane. He said getting the equipment to the plane on time was only one of the challenges the medical supply chain faced. The material for the suits is in high demand.

"There's a huge demand, nationwide, for these suits," he said. "Our commercial hospitals need these. Everyone who's going to Africa needs these."

While the items that flew out of New Jersey are just a fraction of what will be needed for the duration of operations, they ensured the first Ebola treatment facility in Monrovia, Liberia, had enough on hand to get started, Caballero said.

"They needed to start operations in the next couple of days. ... They were going to start seeing patients, so they needed these suits," he said. "I was just excited to help make that happen." ★

Army Maj. John Dills helps zip and close Army Sgt. 1st Class Venrick James' personal protective suit around his protective mask during training at the Medical Skills Training Center at Fort Hood, Texas. DLA Troop Support procured more than 1.5 million suit sets for U.S. military and U.S. Agency for International Development members in Monrovia, Liberia, deployed to support Operation United Assistance.

— Photo by Army Staff Sgt. Daniel Wallace

FORCE



A Conversation with ... Guy Beougher

DLA Logistics Operations' executive director of operations and sustainment discusses the agency's contributions to Operation United Assistance.

What were some of the first things DLA Logistics Operations did to get the agency's support for Operation United Assistance under way?

One of the first things we did was obtain a seat on the recon flight with the commander of U.S. Army Africa Command to make an initial assessment in Liberia. The recon flight turned into current operations as President Barack Obama announced the Defense Department's efforts to fight Ebola literally as the recon party stepped off the aircraft. Army Col. Elizabeth Delbridge-Keough, our DLA Europe & Africa commander, was on

the plane. Her presence allowed DLA to immediately understand and take action on the potential requirements that DLA would be tasked to provide. She quickly called forward a contracting officer from the Joint Contingency Acquisition Support Office and subject matter experts from our primary-level field activities.

Within a couple of days of DLA personnel putting boots on the ground, we had contracted warehouse space, bought local fresh fruits and vegetables, and leased equipment and purchased gravel for Navy Seabee units conducting site prep for Ebola treatment units,

the Monrovia Medical Unit and the aerial port of debarkation.

DLA Logistics Operations' Army Col. Eric Sloughfy, Gordon "Buzz" Hackett and John Sneed also facilitated the consolidation of information and integrated situational awareness among our primary-level field activities, DLA Headquarters directorates, Defense Department combat support agencies, and our federal partners to include the U.S. Agency for International Development, U.S. Army Corps of Engineers and Army Materiel Command.

Finally, the DLA-U.S. Transportation Command team, led by Air Force Col. Rob Hoff and Pat Ingram from DLA Acquisition, found and contracted for a 1,000-container capacity vessel named the MV Vega to conduct intra-theater surface distribution.

Can you describe some of the challenges of getting an infrastructure in place so DLA could begin supporting the mission from the ground?

One of the challenges of any operation is knowing what you need for a particular infrastructure. Once you know the requirement, then you require funding, transportation and cargo-handling capability to get material in. Not knowing exactly what you need could cause one to become paralyzed in obtaining support in any given infrastructure. Also, you need to be roughly right, and you need to rely on those from within the appropriate industry who have the experience



Navy Petty Officer 1st Class Daniel Garas

Guy Beougher

working in that part of the world.

One advantage DLA possesses is the ability to quickly fund and contract capabilities that are needed to set the framework for joint forces assigned to Operation United Assistance. DLA Finance Director Tony Poleo and his team enabled DLA to support warfighters when their respective headquarters were fiscally paralyzed.

And thanks to DLA Distribution's deployable capability, the initial infrastructure was set in place to begin receiving, storing and transporting material. We also contracted warehousing capability in both Liberia and Senegal on short notice in order to support incoming supplies and relief materials.

Why has it been important for DLA to anticipate customers' needs and pre-position stock before their arrival in Liberia, and what steps have DLA activities taken to get ahead of those needs?

We at DLA are the "experts" in supply-chain requirements. No one knows better than we do what we have done for warfighters in the past and in multiple theaters of operation. We need to tell the customer what we think they need and help the customer visualize themselves logistically. Again, roughly right is good enough to set the theater swiftly. If requirements are not anticipated, there is a risk that supplies or support will not be available when or where they are most needed.

Also, much of the material requires a certain amount of lead time due to factors such as production schedules and transportation. We used statistics from historical humanitarian support to build what was anticipated by USAFRICOM. Our DLA team was able to get ahead of those requirements by embedding a DLA support team forward in Senegal and Liberia and by closely collaborating with DoD and USAID partners. Additionally, the DLA Europe & Africa team embedded with USAFRICOM and U.S. Army Africa

to help anticipate needs.

Each of our primary-level field activities worked to get ahead of those needs. DLA Distribution contracted the use of MV Vega in an unprecedented effort to quickly load and transport more than 690 20-foot containers of various commodities, ranging from medical supplies to fuel containers and cargo-handling equipment.

DLA Energy quickly determined Liberia's fuel capability and contracted for multiple methods of delivering fuel by anticipating wholesale and retail requirements for Ebola treatment units, the Monrovia Medical Unit and military forces yet to arrive in theater. DLA Energy even provided fuel to the Liberian coast guard to protect the MV Vega coming into port.

Additionally, DLA Troop Support procured 10 human waste-disposal trucks that would be handed over to Army Materiel Command once they arrived to service portable latrines supporting more than 3,000 service members.

DLA Information Operations also supported DLA entities by consolidating and supporting communications equipment and synchronizing such forums as video teleconferences, as well as facilitating the set-up of the Distribution Standard System in Liberia.

DLA Disposition Services also leaned forward with its deployable disposition facility to support the 101st Sustainment Brigade and has already obtained land in the brigade's support area to perform its mission.

DLA literally never said no to our customer.

In what ways do you anticipate DLA's support to Operation United Assistance changing once basic materials such as construction supplies have been delivered and Ebola treatment facilities have been built?

We are currently in the process of transferring much of

the nontraditional services and management of these capabilities to Joint Forces Command-United Assistance and Army Materiel Command. However, as long as there is a requirement for DoD forces to support this mission, DLA will continue to provide food, water, fuel, repair parts and any other material or services required.

Also, one mission that DLA anticipates as the operation continues is the need for disposition of material, so DLA Disposition Services is poised to provide that.

How has Operation United Assistance changed the operational tempo in DLA Logistics Operations?

Obviously, OUA is a top priority in our current daily operations. DLA's role in providing the material needed for DoD forces to set up ETUs is critical. Any delay in material will delay the ability to build ETUs, which sets the condition for USAID and nongovernment organizations to treat patients with Ebola and get control of the spread of the epidemic. Typically, each morning is filled with coordination meetings to ensure all requirements are covered and all involved organizations, both internal and external to DLA, are sharing critical information. The coordination meetings include senior leadership, and major decisions are made on a daily basis.

How has your background as an Army officer with 30 years of experience in logistics and operations prepared you to respond to this mission?

My 30-year military career has taught me that no one person can make an operation like this successful. Instead, it is the experience and efforts of a dedicated team like ours that makes a mission a success. ★

ENERGY CONVERGE in the Pacific

Story by Amanda Neumann

A pilot program in the Pacific has helped the Defense Logistics Agency's primary financial system incorporate one of the agency's largest field activities into its daily transactions.

Until recently, DLA Energy, which represents almost 50 percent of DLA's business, was the only field activity not using the agency's Enterprise Business System, said James Mandziara, acting director of DLA Energy's business process support directorate.

"After we were directed by the Defense Department to merge our petroleum inventory into EBS, we had to change EBS's computer screens in some places with regards to configuration and other applications," he said. "Then we needed a place where we could actually sit and test rolling it out on our inventory in stock. DLA Pacific volunteered Alaska, which is part of their region, so the DLA Energy petroleum commodities stored on the Alaskan bases became the very first locations that came into EBS."

Sgt. Samuel Riley, a fixed-wing aircraft mechanic with Marine Fighter Attack Squadron 122, checks to make sure fuel is flowing to an F/18 C Hornet at Eielson Air Force Base, Alaska. Petroleum commodities stored on Alaskan bases became the first DLA Energy locations incorporated into the agency's Enterprise Business System during a 10-month worldwide Energy Convergence rollout.



NCE



Army Sgt. Justin Pack



Yasuo Osakabe

Airman 1st Class Isaac Perez, 374th Maintenance Squadron, checks inventory before a shipment of diesel fuel. An Energy Convergence pilot program has helped the Enterprise Business System, DLA's primary financial system, incorporate DLA Energy's business processes into its daily transactions.

Employees at those locations started sending their business transactions to EBS through a DLA accountable property system called Fuels Manager Defense, Mandziara said.

"When end users began sending transactions through FMD, their inventory moved into EBS and left their legacy systems," he said. "We then created contracts in EBS to support them. By standardizing the transactions and inventory in EBS, DLA was able to turn off the costly legacy systems, and we saved additional money."

The 10-month Energy Convergence project also included training more

than 3,500 personnel who had access to EBS, including about 900 DLA Energy personnel, Mandziara said.

"In Alaska, we identified the locations, then we had to train all of their people – the vendors and the customers – on how to do orders, how to use Wide-Area Workflow [a web-based system that allows vendors and DoD

organizations to exchange transactions], etc." he said. "Our systems are operated by a combo of military service personnel plus contractors, approximately 4,000 to 5,000 people in FMD alone, so it's been a large project. And it wasn't only the employees who used FMD or EBS, but it also encompassed the customers that got fuel."

ENERGY CONVERGENCE DEPLOYMENT UPDATE

Rollout / Region	Go Live Date
Rollout 1: ALASKA	June 1, 2013
Rollout 2: U.S. WEST COAST REGION AND HAWAII	Sept. 1, 2013
Rollout 3: REMAINDER OF CONUS, PUERTO RICO CUBA, CENTRAL AND SOUTH AMERICA	Dec. 1, 2013
Rollout 4: REMAINDER OF PACIFIC	Feb. 1, 2014
Rollout 5: EUROPE & AFRICA, MIDDLE EAST, CANADA, FLEET CARD, SEA CARD SWIPE, BASE SUPPORT, LAB AND CONSULTING SERVICES	April 1, 2014
Rollout 6: BUNKERS, INTO-PLANE, AIR CARD, SEA CARD	Nov. 1, 2014

DLA Energy employees in San Antonio receive training on the agency's Enterprise Business System. A 10-month Energy Convergence project included training more than 3,500 personnel who had access to EBS, including about 900 DLA Energy personnel.

Once training took place, the next step was getting the EBS software ready, which included setting up master data to make sure all contracts, delivery locations and ordering offices were correct, loaded and had access, Mandziara said.

"For employees, the biggest challenge was getting used to the feel of the new system, because it's a very busy screen," he said. "There's a lot of stuff on it, and you don't need all of it, so it can be kind of daunting sometimes. But now we can provide a lot of data to customers, like how much fuel they have purchased, so they can look at how well their engine is operating for their aircraft or vehicle. And customers can see how much money they're spending. Once we knew it was good for everybody, we said, 'Let's take this to the rest of the world.'"

A second rollout, completed in September, targeted another DLA Pacific

location: Hawaii. Additional rollouts from Guam to the Middle East eventually helped reach users at more than 600 stock points worldwide that store DLA Energy fuel products.

"Now all of the DLA Energy processes, from order fulfillment and procurement, all the way through awarding a contract, ordering off of a contract, planning and finance are in EBS," he said. "Everybody in DLA that touches fuel can access EBS, so the rollout was a big deal. You can

see the orders that are in the system, the receipts that are in the system, the invoices, all of that. And we had to come into EBS to be audit ready. Now our data, which historically had not been part of DLA's audit readiness metrics, is now part of it, and that is a big advantage. We're very happy, and DLA Pacific was instrumental in helping us do it."

With inventory complete, a final rollout for the DLA Energy fuel card program was the last piece to be finalized at the end of the year, Mandziara said.

"Each of the service's aircraft has a credit card, called an AIR Card," he said. "They can take that card and use it at a base, so a Navy aircraft can land on an Air Force base and get DLA fuel products there using this card. In November, the card programs for these aircraft and vessels at sea came into EBS. It's not inventory; it's the vendor's piece, meaning we purchased fuel off a vendor, we're going to pay the vendor and we're going to bill the Air Force. With this last rollout, the Energy Convergence program officially ended Dec. 31." ★

DLA Energy Pacific employee Kristine Davidson places the first fuel order in the Enterprise Business System June 1, 2013, during the rollout to Pearl Harbor, Hawaii.

Courtesy Photo



Courtesy Photo



FIGHTING THE FLU

Story by Dena Selkow, DLA Troop Support Public Affairs

The Defense Logistics Agency is giving the Afghan National Army a fighting chance during flu season. DLA Troop Support Medical procured influenza immunizations for the Afghan National Army in 2014 for the first time, said David Johns, pharmaceutical manufacturer division chief.

“Providing the Afghan National Army with influenza vaccine offers much-needed support to the Afghans, and it supports the U.S. mission in the region as well,” he said.

Two forms of vaccine were shipped: injectable and intranasal, said Dana Dallas, DLA cold chain program manager. The intranasal supplemented the injectable order to ensure customer requirements were met.

Temperature control during shipment of the vaccine is critical, Dallas said.

“The influenza vaccine is ordered in a finite quantity. So if the vaccine gets ruined during transport, there is no guarantee that it can be replaced in a timely manner, if at all,” she said.

DLA Distribution Susquehanna, Pennsylvania, shipped 206,280 doses of the refrigerated injectable influenza vaccine directly to Afghan troops in Kabul using a third-party logistician, Dallas said.

“For the first time in the history of the flu vaccine program, we used a third-party logistician to ship the injectable from our depot [directly to the customer], guaranteeing product quality,” Dallas said. “If all goes well, we set a precedent.”

More than 8,000 frozen doses of the intranasal vaccine were shipped directly from the manufacturer in Kentucky to Germany, Dallas said. Once there, they were repackaged by U.S. Army Medical Materiel Command-Europe and sent to their final destination in Afghanistan.

The intranasal vaccines required separate moves so they could be repacked before going to their final destination, primarily due to different temperature requirements than the injectable variety, Dallas said.

“As with all temperature-sensitive material, the influenza vaccine makes shipping overseas a challenge, especially in this case, due to extremely warm temperatures that last throughout the season,” she said. ★

An Afghan soldier receives a vaccine from a U.S. service member. DLA Troop Support Medical recently procured influenza immunizations for the Afghan National Army for the first time, helping to keep them protected during the flu season.





A LITTLE BIT OF HISTORY

DLA Medical Readiness

Story by Harold Rough, DLA Historian

The Defense Supply Agency was established in 1961 to consolidate all commodities and supply chains under single managers. As DSA's responsibilities expanded and the agency increased its efficiency and effectiveness, DSA was redesignated as the Defense Logistics Agency in 1977. One of the important commodities managed and supplied by DLA to the military services is medical material: equipment, consumables and repair parts. This is the culmination of numerous advances in medical material readiness operations, many of which date back to the Civil War some 150 years ago.

Civil War Medical Logistics

The quest for increased efficiency and effectiveness through the consolidation

of medical material readiness made major strides during the Civil War, which went from 1861 to 1865. Never before had the United States been involved in such a large conflict, involving so many Soldiers and civilians, with previously unimaginable casualties and disease, over such a large geographical area. Medical logistics and support operations were initially overwhelmed and inadequate. The main medical concerns were a shortage of qualified medical personnel, the absence of a system to evacuate and treat vast numbers of casualties, and the production and distribution of medicines and hospital supplies.

There was an acute shortage of medicine early in the conflict. Volunteer regiments were initially supplied by the states that organized them, but

after initial supplies were depleted, resupply became difficult at best. Medical Department contracting personnel were frequently unavailable to coordinate medicine resupply with their "purveyors," and volunteer doctors occasionally ordered either too much or used "non-standard" medicine.

New York City remained the principal medical supply center, and additional depots were established to be closer and facilitate supply to geographical armies and smaller units. The U.S. surgeon general also established three official laboratories in Astoria, New York, Philadelphia, and St. Louis to increase the production of consistently high-quality medicines and permit easier transport to depots, according to "A Civil War Medic's Knapsack," an article by Chuck Franson in the Summer 2013 issue of AMEDD Historian. Other initiatives included increasing the authorized number of wagons to carry supplies, more and better ambulances, using tents as hospitals, establishing the position of medical



Civil War Soldiers perform an ambulance drill in the field with the newly organized Medical Ambulance Corps soon after the Battle of Antietam in 1862.

Brady Civil War Photograph Collection



U.S. Army surgeons were issued surgical kits such as this one. The kit contained the instruments needed to perform a variety of surgical procedures.

storekeeper, and increasing the use of contractors in medicine production.

Dr. Jonathan Letterman, medical director of the Army of the Potomac, instituted a system of "brigade [medical] supplies" after the bloody Battle of Antietam on Sept. 17, 1862. This included medical supply wagons, medical officer knapsacks of field supplies and a system of field hospitals. Dr. Jonathan Letterman wrote in "Medical Recollections of the Army of the Republic." During the Civil War, more than 12,000 medical officers examined more than 250,000 wounds and treated more than 7 million cases of disease, and major progress was made modernizing and increasing material readiness and reducing casualties, wrote Mary C. Gillett in "The Medical Department, 1818-1865." These tremendous improvements were made by energetic and innovative medical logisticians, including volunteers such as Clara Barton.

Medical Material Readiness at DSA and DLA

Prior to the establishment of DSA in 1961, the Navy managed medical supplies. When DSA was established and supply chains consolidated, the

Defense Medical Supply Center in Brooklyn, New York, a DSA component, provided medical equipment and pharmaceuticals. DMSC was responsible for "wholesale medical supply operations, including cataloging, standardization, inventory management, procurement, quality control, storage, preservation, packaging, maintenance, and mobilization planning," according to "Introduction to the Defense Supply Agency."

On July 1, 1965, after the 1962 Cuban missile crisis and during the buildup of the Vietnam War, the DMSC, Defense Subsistence Supply Center, and Defense Clothing Supply Center were merged to form the Defense Personnel Support Center in Philadelphia, which replaced the Defense Subsistence Supply Center, according to "Introduction to the Defense Supply Agency." By 1991, through DPSC's Medical Directorate and the DLA depot system, DLA provided about 50 percent of supplies used in medical facilities in the United States, and most of the medical supplies used by overseas facilities, wrote Kevin L. White in a thesis for the Naval Postgraduate School. In 1993, to reduce costs, inventory and shipment times, the Prime Vendor Program was established, which resulted in the delivery of medical supplies directly from manufacturers to military medical facilities.

In the continuing effort to increase efficiency and reduce defense costs during the 1990s, the Base Realignment and Closure Commission recommended realigning and closing military facilities. The Defense Industrial Support Center, located in northeast Philadelphia, was closed in 1999. Concurrently, DPSC was renamed Defense Supply

Center Philadelphia and moved from south Philadelphia to DISC's former installation. DSCP's name, as part of former DLA Director Navy Vice Adm. Alan Thompson's goal "for all DLA organizations to have an overall sense of unity," was changed to DLA Troop Support in 2010.

Department of Defense Directive 5109.9, "DoD Executive Agent for Medical Materiel," designated DLA as the medical materiel executive agent. In that role, DLA "provides the strategic planning, financial and acquisition framework necessary to provide and position medical materiel required to meet GCC [Geographic Combatant Commands] operational requirements. The MMEA coordinates and synchronizes all medical supply chain activities, according to a Defense Department white paper. DLA Troop Support serves as the execution authority for the MMEA.

In the spirit of those farsighted and determined Civil War medical logisticians, DLA has made significant, tangible and sustained contributions to medical material readiness operations supporting U.S. warfighters. ★



Pocket pharmaceutical kits included quinine to treat the chills and fever of malaria, calomel to treat constipation, and tannic acid to treat hemorrhages, diarrhea, dysentery and cholera.



I AM

DLA

My name is:

Anthony A. Burgher

I am:

The chief of the Resources Division at DLA Distribution San Joaquin, California.

Describe your job in a sentence:

My job is to provide program oversight and management of the depot's workforce development, financial management, business planning and performance improvement functions.

How long have you worked for DLA?

I've worked for DLA for eight years.

What is your favorite thing about working for DLA?

I enjoy working with our team of professional logisticians dedicated to providing effective solutions to complex logistical challenges.

What is your best memory of working here?

My best memory of working at DLA Distribution San Joaquin was when our depot commander publicly awarded his commander's coin to two members of my team during a town hall before all of their peers and the entire distribution team. The coin recipients were not aware beforehand and were very surprised. I was extremely proud of them.

How do you make a difference?

I try to positively influence our team members by communicating with them frequently and effectively on how they contribute in helping the depot achieve DLA's and DLA Distribution's strategic goals. I am fortunate that my previous bosses and my current boss have provided me with the coaching and mentoring I need to be a better civil servant and leader. In addition, I believe DLA as a whole makes a difference in our unwavering support to our service men and women and to our nation's humanitarian efforts around the world, particularly in Liberia, the country of my birth.



Anthony A. Burgher